

**DEPARTMENT OF NATURAL RESOURCES**  
**POSTION DESCRIPTION**

**Classification:** Natural Resources Manager

**Working Title:** Forestry Field Operations Bureau Director

**POSITION SUMMARY:** This position leads, directs and administers all policy, personnel, and budget activities associated with the full range of forest management and protection within the Department of Natural Resources. Bureau Director positions within the Division are expected to perform their duties in service to the entire Division and with the full scope of the Forestry program in mind. This position is responsible for developing, directing, managing, coaching, and supporting Section Chiefs and professional staff within the Bureau. This position serves on the senior executive forestry team and is expected to be an active contributor.

**LOCATION, GEOGRAPHIC SCOPE & TRAVEL REQUIREMENTS:** This position is located in Rhinelander Forestry Headquarters or GEF2 Central Office (or an alternate location subject to approval of the Division Administrator) with responsibilities statewide. Regular travel within the state is required.

**SCOPE OF AUTHORITY:** This position works under the general supervision of the Division Administrator, Division of Forestry and with the day-to-day supervision from the Field Operations Deputy Administrator. Program functions with the Bureau include Public and Private Forestry, Forest Fire Protection, and Tax Law.

**GOALS & ACTIVITIES:**

**20% A: Leadership, Management, & Administration of Bureau Programs**

- A1. With leadership, staff and input from partners establish program strategies, scope, and direction.
- A2. Direct policy development and provide recommendations for the program areas to Division Leadership.
- A3. Develop an annual business/work plans that detail program goals, objectives, and measures.
- A4. Develop issue briefs, budget initiatives, etc.
- A5. Provide direction and oversight on technical, managerial and/or administrative matters.
- A6. Provide direction and oversight on legislative matters, administrative rules etc.
- A7. Establish a process or system to manage and track the budget and other resources.

**25% B: Talent Development & Supervision of Bureau Staff**

- B1. Ensure that a clear vision and direction for bureau staff is established including how they will succeed.
- B2. Oversee the development of achievable work plans for each bureau member.
- B3. Ensure strong, effective, trust-based relationships exist within the bureau.
- B4. Provide guidance and mentoring on technical matters as needed.
- B5. Provide guidance and coaching on interpersonal matters as needed.
- B6. Monitor and track staff performance to ensure accountability.
- B7. Develop a succession plan to ensure bench strength and knowledge management.
- B8. Develop a system to determine how to optimally shift resources as workload demands.
- B9. Redirect staff time and workload to meet emerging needs.
- B10. Monitor workplace dynamics (i.e. conflict management, respectful workplace), address areas of under or non-performance and bring to a sustainable conclusion.
- B11. Develop communications for staff to keep them apprised on Division news and changes.
- B12. Adhere to civil service, Department and Division protocols and practices required of classified supervisory staff (i.e. recruitment, hiring, performance reviews, etc.)

**15% C: Bureau Integration & Performance Management**

- C1. Develop systems and processes to monitor the effectiveness of Bureau program integration and consistent application of policies and procedures.
- C2. Develop, direct and sponsor program pilots, evaluation studies, surveys/feedback projects, and quality improvement initiatives.
- C3. Identify customer service related initiatives, activities, etc. to ensure responsiveness and enhance delivery of products and services.
- C4. Develop and direct Bureau program performance measurement initiatives
- C5. Prepare accomplishment and other required reports at the established intervals to track progress.
- C6. Responsible for the Forest Fire Command Center and coordinating statewide resources during major forest fires or natural resource incidents within Wisconsin.

**15% D: Bureau Communications & Partnerships**

- D1. Develop and execute a comprehensive program communication strategy for internal staff and external partners.
- D2. Sponsor teams, projects, committees, etc. to advance the awareness for Bureau goals and to promote the practice of sustainable forestry within the context of Division strategic direction.
- D3. Represent the Department's interests by serving on or working with other public agencies, quasi-public entities, non government agencies, tribal governments, partner groups, elected officials to gain understanding and support for program objectives and to advance the Division's mission and strategic direction.
- D4. Assess the potential new partnership strategies and make recommendations to Division leadership.
- D5. Assess current strength and effectiveness of existing partnerships and implement changes as appropriate.

**25% E: Serve as a member of the Division's senior/executive leadership team**

- E1. Strategize on statewide direction, niche, policies and implementation on pertinent forestry issues.
- E2. Contribute to the Division's strategic direction and maintain integral involvement in decision making and information dissemination processes.
- E3. Ensure that issues germane to the Bureau's programs are effectively integrated into the decision making processes of strategies, operations and Department leadership team as appropriate.

**SPECIAL REQUIREMENTS**

- Ability to obtain and maintain a WI driver's license and meet the requirements to operate a state vehicle
- Bachelor's degree in forestry or natural resources preferred.

**KNOWLEDGE, SKILLS AND ABILITIES:**

*Upon Appointment:*

- 1. Demonstrated leadership in natural resources management.
- 2. Familiarity with development and implementation of policy and procedures, including monitoring and evaluation, common to the operation of a major program.
- 3. Familiarity with budget management procedures and practices, including allocation and monitoring of fiscal and other resources, to insure the operation of a major program.
- 4. Familiarity with techniques and procedures used to monitor, audit and evaluate management activities at different scales of complexity, i.e. statewide, district and local levels.
- 5. Familiarity with basic principles of human resources management.
- 6. Knowledge of Incident Command Systems
- 7. Familiarity with Department fire management and law enforcement policy, equipment and procedures.
- 8. Effective skills in establishing and maintaining collaborative relationships and partnerships
- 9. Effective oral and written communication skills

*Full Performance:*

1. Knowledge of all aspects of the Forestry programs supervised within the Bureau.
2. Familiarity with all aspects of the Division of Forestry's program in Wisconsin.
3. Knowledge of Forestry interests within the state.
4. Familiarity with other DNR programs as they pertain to the work of the Bureau.
5. Familiarity with State statutes, administrative rules, policies, and programs applicable to programs within the Bureau.
6. Knowledge of DNR specific policies and procedures pertinent to the Division of Forestry.
7. Skill in program management methods for a decentralized organization, including policy development, interpretation, implementation, monitoring and evaluation.
8. Skill in administrative and management skills including strategic planning, resource allocation and monitoring, budget management, grants and contracting procedures, and human resources policies and procedures.

**PHYSICAL REQUIREMENTS & ENVIRONMENTAL FACTORS:**

Physical requirements include talking in front of and within groups, sitting for long periods of time, lifting and carrying 5 to 30 lbs. Environmental factors include working indoors in an office setting and independently traveling to offices around the state.

**Equipment Used:** General office equipment, computers, PDA, projectors, virtual meeting hardware, fax machine, calculator, copy machine, and telephone. Mobile and portable radios, emergency vehicle equipment (lights and sirens).

**Telework Evaluation:** The duties and responsibilities of this position would be suitable for telecommuting occasionally from an alternative office location.

## **PD Addendum of WI DNR Competencies**

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### **Service Excellence for Customers & Partners**

- Make excellent customer/partner service a top priority and actively seek to improve it.
- Work to identify and understand the needs of others and strive to create the most value for them, focusing on their satisfaction.
- Responsive to changes in customer/partner goals, deliver on promises, follow-up appropriately thus service delivery is marked by fairness, integrity, high ethical standards and the utmost respect for others in order to generate trust as an outcome.
- Actively seeks to achieve results that best strike the balance with the Division's service role and regulatory authority with the customer/partner goals.

### **Effective & Fair Decision Making**

- Analyze situations fully and accurately to reach productive, and where appropriate, uniform decisions. Consult appropriate parties/stakeholders as necessary and identify the key concerns and/or issues that need to be addressed in order to make the best decision possible.
- Discern the pertinent facts and develop clearly based objective criteria.
- Make timely, well-reasoned decisions by integrating information and perspectives appropriately.
- Evaluate the immediate and longer-term consequences of decisions.
- Use sound professional judgment in their analyses and decisions.

### **Effective Communication**

- Express ideas in a clear, concise, and effective manner, both orally and in writing.
- Ability to present, facilitate and instruct as part of staff meetings and partner activities.
- Use correct grammar and sentence structure in communications.
- Strong listening skills, particularly when different viewpoints are expressed.
- Openly share information, transparent and keep all concerned parties informed.

### **Interpersonal Relationships & Partnership Building**

- Build and effectively utilize relationships and influence networks to achieve goals.
- Share knowledge and build trust with colleagues, managers and external partners.
- Tactful when dealing with sensitive issues and personalities.
- Exercise social intelligence: have a high level of self-awareness, are aware of impact on others.
- Work through complex situations effectively, diplomatically and with sensitivity without losing credibility or trust.
- Recognize sensitive information and exercise discretion.
- Approach professional conflicts in a constructive manner. Refrain from personal attacks and excessive emotions.
- Demonstrate sound judgment under pressure and retain focus on desired business outcomes in difficult conditions.
- Proactive in addressing problems.
- Exemplify the commitment to the DNR's core value of respect- to work with people, to understand each other's views and to carry out the public will; maintain integrity and treat everyone with fairness, compassion, and dignity.

### **Demonstrates Leadership**

- Establish vision, set direction and initiate strategy by analyzing forces and trends that impact the program. Anticipates future needs, challenges and identifies potential options and constraints; critically evaluates information to promote the most effective position.
- Identify the implications of decisions and actions on people, other parts of the organization, external partners and customers. Understand the abstract and think in terms of whole systems and complex interrelationships. Synthesize large, disparate bodies of information.
- Mobilize staff to face and tackle tough challenges. Facilitate staff through the change process by helping them to navigate loss and work through discomfort so that they can adapt to emerging conditions and see the potential within broader organizational strategies and priorities.
- Establish formal and informal relationships with others to provide feedback, information, support and resources to help them develop new or higher levels of skill and ability.
- Empower others to reach higher levels of performance through trust, delegation, participation and coaching.
- Provide direction, support and encouragement amongst their team colleagues and partners.
- Hold up high standards of excellence towards the accomplishment of desired outcomes and objectives.
- Inspire confidence and respect which is motivating for others, builds positivity; keep the team cohesive and partners confidently engaged.